

North Park University  
School of Business and Nonprofit Management  
SBNM 5990 - Change Management  
Spring A 2012-13  
Grayslake Campus – Room 112  
Wednesday 6:30-9:50 PM

**Course Objectives:**

The single constant in today's world is change. This course addresses the application of leadership and management skills to handle change. The nature of change affecting the modern organization will be explored as well as individual and social responses to change. The course will explore forces that act as stimulants to change and identify sources of individual and organizational resistance to change. Techniques for overcoming the resistance to change and the characteristics of learning organizations will be examined, as will organizational development techniques for bringing about change.

**Course Methodology:**

Lectures will be brief and contextual. The primary learning will take place through the use of group discussion and hands-on exercises. Students will use their own work experience as the basis for reflection and the development of knowledge around concepts presented in class. The students will be expected to keep a journal in which they record reflections on readings, class exercises and experiences in their real work environments.

**Instructor:**

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Office hours: Wednesday before class or by appointment.

**Texts:**

*The Fifth Discipline, The Art and Practice of the Learning Organization*, Peter Senge, New York, 2006. ISBN:0385517254

*Beyond Change Management, how to achieve breakthrough results through conscious change leadership, (2<sup>nd</sup> Edition)* Dean and Linda Ackerman Anderson, Pfeiffer/Wiley, San Francisco, 2010. ISBN: 978-0-470-64808-7

*Systems Archetype Basics*, Daniel H. Kim and Virginia Anderson, Waltham, MA, 1998. ISBN10: 1883823048 (This is a workbook – if you buy it used, make sure that the exercises have not been completed).

**Grading will be based on the following point system:**

Class Participation: 70

Journal: 60

Team Project – Learning from Causal Loops: 50

Team Member Evaluation: 20

Final Paper: 100

Total: 300 points

**Moodle:**

Each student is automatically included as a participant in the Moodle software system. Students are expected to understand how to access this system. The Office of Distributed Learning can assist students who need help (via the placement of a help desk ticket).

**Written Assignments:****The Journal**

Without adequate reflection real learning is cut short. Students will keep a journal in which they reflect on readings, classroom experiences and discussion, work on final team project and observation of course concepts in the work place. An initial period for written reflection will be provided in the last ten minutes of class each week. The journals will be submitted electronically through Moodle before the start of class Weeks 2, 3, 4, 5, 6 and 7. Guidelines for journal writing are as follows:

- After each class period, summarize the main points of the class lecture or discussion and write down your immediate reactions (in the form of comments, questions, or illustrations). What makes sense based on your experience? What appears vague or puzzling or imbalanced?
- Write in complete sentences and paragraphs, as this focuses your attention on the all-important relationships among main ideas.
- Follow the same process as outlined above for writing after you read each chapter. This will help prepare you for the class sessions, since you will have read and reflected on the material before class.
- Additionally, record your thoughts about changes going on in your life.
- Before turning in your journal look for any patterns in your thinking and comment.

**The Project**

The students will form and work as teams to complete a series of exercises with a variety of Causal Loop Diagrams. Understanding Causal Loops, and their role in understanding conscious change leadership, is fundamental to the concepts taught

in class. The instructions for the project will be handed out in class. The Project will be due Week 6.

1. A narrative of the current event chosen by the team.
2. An explanation of the change using the iceberg diagram.
3. An analysis of the drivers of change.
4. A chart and explanation of change over time.
5. A diagram and explanation of the archetype (s) that best explain the forces at play in the situation
6. A discussion on how through the analysis leverage was found that could lead to transformational change.

### **The Paper**

Each student will write a individual paper, due on March 3rd, in which he or she analyzes and evaluates the readiness for change and writes a proposal for transformational change within the context of the real work place. The student will:

1. Describe their organization as a complex living system.
2. Analyze the Drivers of Change.
3. Explain current reality through the use of Causal Loops.
4. Apply Anderson's Change Process Models from Chapter 10 (Conscious Change Leader Accountability Model and the Change Leader's Roadmap) as the backbone of a proposal for change within their organization.
5. Summarize and close with your recommendations including leverage for change.

Papers should follow APA guidelines. Double-space. **Proof your papers carefully.** I expect graduate level work and misspellings, poor grammar, and bad syntax can lower your grade. The length of the paper is to be between 8 and 10 pages.

Papers should be submitted using Moodle (under week 7) before March 3rd at 12:00 Midnight.

### Schedule of Readings and Assignments

Session	Subject – and Written Assignments	Reading Assignment
1	Introduction to Change Management	Anderson, Chapters 1-3
2	How Our Actions Create Our Reality - Causal Loops – System Archetypes	Journal Due Senge, Part I (all chapters)  Anderson, Chapter 4-6  Systems Archetype Basics, Introduction
3	The Role and Impact of Mindset/Video: Paradigm Principles	<b>Journal Due</b>  <b>Paper/Project Plan Due/Event Chosen Needs Approval</b> Senge, Part II (all chapters)  Anderson, Chapters 7-9
4	A Shift of Paradigms/Video: Pleasantville (Bring Food!)	Journal Due Senge, Part III (all chapters)
5	Creating Shared Vision  The Impact of Team Learning  Team Meetings	<b>Journal Due</b>  Final Project Work
6	Presentations	<b>Team Archetype Analysis Due (Turn in</b>

		<b>Sources/Exercises/Power points)</b>
7	Change Process Models	Journal Due Senge, Part IV Anderson, Chapters 9-10
(8)	<b>No Class</b>	<b>Final Paper Due By 3/3 Midnight</b>

### **Academic Honesty**

In keeping with our Christian heritage and commitment, North Park University (NPU) and the SBNM are committed to the highest possible ethical and moral standards. Just as we will constantly strive to live up to these high standards, we expect our students to do the same. To that end, cheating of any sort will not be tolerated. Students who are discovered cheating are subject to discipline up to and including failure of a course and expulsion.

Our definition of cheating includes but is not limited to:

- Plagiarism – the use of another’s work as one’s own without giving credit to the individual. This includes using materials from the Internet.
- Copying another’s answers on an examination.
- Deliberately allowing another to copy one’s answers or work.
- Signing an attendance roster for another who is not present.

In the special instance of group work, the instructor will make clear his/her expectations with respect to individual vs. collaborative work. A violation of these expectations may be considered cheating as well. For further information on this subject you may refer to the Academic Dishonesty section of the University’s Catalog (available at [www.northpark.edu](http://www.northpark.edu)). In conclusion, it is North Park’s mission to prepare you for a life of significance and service. Honesty and ethical behavior are the foundation upon which such lives are built. We therefore expect the highest standards of each student in this regard.

### **Attendance Policy**

The graduate courses in the SBNM are all 7 weeks in length. Missing one class session is allowed without penalty as long as all readings and assignments are made up by the student within a reasonable time period (the following week). Failing to log into an online course site for an entire week is allowed, but a penalty may be applied at the instructor’s discretion. Missing a second class session is allowed only in unusual circumstances by prior arrangement with the instructor. Since this represents almost 25% of the engagement time for the course, the student runs the risk of receiving a significantly lower grade for the class. Faculty are encouraged to drop the course grade by a full letter grade in this situation. A student who misses three classes (or the equivalent two weeks for an online class) will automatically fail the course, unless the student drops the course before the seventh week of

class. Students who drop a course will be held responsible for tuition, based upon the current North Park University policy outlined in the University Catalog ([www.northpark.edu](http://www.northpark.edu)).

### **Disabilities**

Students with disabilities who believe that they may need accommodations in this class are encouraged to contact the SBNM program office (773-244-6270). Please do so as soon as possible to better ensure that such accommodations are implemented in a timely manner. For further information please review the following website: <http://www.northpark.edu/ada>.

### **Use of *APA Publication Manual***

The School of Business and Nonprofit Management (SBNM) has adopted the *Publication Manual of the American Psychological Association* (APA) as the standard and required format for all written assignments in SBNM courses.

Our goal in adopting the *APA Manual* is to enhance student learning by:

- 1) Improving student's writing skills.
- 2) Standardizing the required format of all written assignments in all SBNM courses.
- 3) Emphasizing the importance of paper mechanics, grammatical constructs, and the necessity of proper citations.
- 4) Holding students accountable for high quality written work.

If you are unfamiliar with the requirements of the *APA Publication Manual*, we recommend that you purchase the reference manual and/or that you consult one or more of the suggested resources as listed on the Student Resources section of the SBNM website. ***It is your responsibility to learn and ensure that all written work is formatted according to the standards of the APA Manual.***